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PERSONNEL DEVELOPMENT BOARD

AGENDA

15 March 1962

1. Proposal by the Director of Training for a mid-career training and development program.

(For more detailed summary of the background of this proposal, see the attached resume.)

2. Proposed report to the Career Council concerning the applicability of the promotion policy approved for Junior Officer Trainees to other Junior Professional personnel.

(See background statement, attached.)

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Background of the Proposal for a Mid-Career Training Program

The following summarizes in chronological order developments to date concerning the Inspector General's recommendation for the establishment of a mid-career training course.

1. August 1960

Inspector General's Survey of the CIA Training Program:

"It is recommended that the DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and 13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions."

2. 7 November 1960

In a memorandum for the Deputy Director (Support) the Director of Training said, in response to the Inspector General's recommendation:

"OTR has done some preliminary research and planning for such a course and, in fact, already offers some training in separate, functional courses at that level, such as management and overseas effectiveness training. I have been most reluctant to push this course, however, while training is still approached on a permissive basis. I will be happy to move ahead with our planning if this course will be part of a directed training program."

3. 7 November 1960

The final compilation of comments on the Inspector General's report from BD/S Offices and Staffs indicated that all were in general agreement with the development of a mid-career training course.

4. 7 December 1960

In a memorandum to the Deputy Director of Central Intelligence the Deputy Director (Support) commented on the Inspector General's recommendation as follows:

"Concur. OTR has done some preliminary research and planning for such a course and, in fact, already offers some training in separate, functional courses at this level, such as management and overseas effectiveness training. The Director of Training has been reluctant to push a mid-career course, however, while training is still approached on a permissive basis."

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The majority of Office and Staff heads of DD/S have signified their agreement with the need and utility of a mid-career course as envisioned by the IG. If the other Deputy Directorates show a similar interest, and if the course shall be attended on a 'planned' basis, I shall request OTR to move ahead with their planning."

5. 25 March 1961

In a memorandum for the three Deputies and the Inspector General, the Deputy Director of Central Intelligence approved the Inspector General's recommendation for a mid-career training course. Components were requested to submit progress reports on carrying out the approved recommendations to the DDCI within ninety days.

6. 23 June 1961

In a memorandum for the DDCI the DD/S provided a response to the request for a progress report, as follows:

"The Office of Training has initiated studies preparatory to the establishment of a training course or program which clearly will meet the requirements of each of the Deputy Directorates. These studies will include discussion of the objectives and nature of such a program by the CIA Career Council and the drafting of a proposed mid-career course incorporating material peculiar to Agency needs as well as related subject matter found to be useful in similar courses conducted by the Foreign Service Institute and other agencies. We will make an intensive effort to come to some conclusions about necessary implementing actions by 1 August 1961.

Basic to the planning problem is the establishment of career management policies which will assure full attendance in whatever course or program is established."

7. 26 June 1961

The Director of Training sent a memorandum to the Career Development Board which outlined his philosophy and recommendations and included a statement of the proposed content of a mid-career development program.

8. Winter 1961-62

Development of the Administration's views concerning Counter-Insurgency Training has introduced a new element for consideration in relation to mid-career training.

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**Proposed Report to the Career Council Concerning the Applicability of  
the JOT Promotion Policy to Other Junior Professional Personnel**

1. At a meeting on 30 November 1961 the Career Council recommended that the following promotion progression pattern be established for Junior Officer Trainees:

"As a guide for the advancement of JOT's the Agency should adopt a standard (not automatic) rate of progression so that from the entrance-on-duty grade of GS-07 the individual JOT should normally expect to be promoted to GS-11 in a period of approximately three and one-half years. Individual JOT's whose promotions do not keep pace with this Agency-wide norm should be informed specifically concerning the reasons therefor, e.g., problems of individual adjustment, performance or conduct."

2. This policy was approved by the Deputy Director of Central Intelligence on 18 December 1961. He also approved at that time the Career Council's recommendation that,

"The Personnel Development Board should study the extent to which the standards for promoting JOT's might be made applicable to other Junior Professional Officers. The findings (of) the Personnel Development Board would be prepared for the consideration of the Career Council."

3. Since December 1961, as a result of their own internal consideration of the matter, the DD/P and the DD/I have determined that the promotion policy thus approved for JOT's will apply generally to their non-JOT junior professional personnel who possess essentially the same qualifications and potential, i.e., when they appear to possess real potential for advancement beyond grade GS-11 and when they have performed satisfactorily at each of the lower grades. A November 1961 study reflected that the advancement rate for junior professional personnel in the DD/S area conforms generally to that approved for JOT's.

4. It appears, therefore, that events have overtaken discussion and that the Agency has in fact adopted the proposed promotion policy as a general guide. It remains for the Board to confirm this fact, to report accordingly to the Career Council, and to recommend that the Council approve a policy statement. The following is suggested:

- a. That the promotion policy for JOT's be made applicable to those Junior Professional Officers whose qualifications, performance and potential for advancement are generally in conformity with the standards applicable to the JOT Program;
- b. That individual Career Services be responsible for the application of this policy according to the evaluated capabilities and potential of their junior professional personnel, and their ability to sustain the required rate of progression.